**BULLET BACKGROUND PAPER**  
**ON COMMANDER’S INTERVIEW**

**PURPOSE**  
Summarize insights from the interview with the commander on leadership, ethical challenges, and decision-making.

**INTRODUCTION**

* **Challenging Ethical Situation**
  + Finance office processes pay and leave for over 30,000 service members:
    - DFAS requires processing documents with at least 98% accuracy within three business days.
    - High volume during holidays (1,000+ documents/day) made it difficult to meet standards.
    - Repeated DFAS inspection failures for three consecutive years.
    - Some employees timestamped documents upon processing to meet deadlines, raising ethical concerns.
* **Solution Implemented**
  + Shifted to digital document management:
    - Required S1 to timestamp and email documents to finance office.
    - Developed automated timestamping upon receipt.
    - Created a script to extract and upload e-document data into eMILPO.
  + Collaborated with IT and DFAS supervisors for SOP updates:
    - Scripts approved and showcased by soldier-developer at DFAS director conference in Indianapolis.

**LOWD MODEL**

* **Locate:**
  + Ethical Dilemma: Balancing operational efficiency with maintaining integrity in document processing.
* **Options:**
  + Continue manual processing despite inefficiencies, risking missed deadlines.
  + Allow timestamping of processed documents, compromising ethical standards.
  + Innovate with automation, reducing workload while adhering to ethical principles.
* **Weight:**
  + Criteria Considered:
    - **Efficiency:** Balancing speed with accuracy to improve overall performance.
    - **Integrity:** Solutions had to maintain transparency and accountability.
    - **Team Collaboration:** Aligning solutions with IT and DFAS standards ensured sustainability and compliance.
* **Decide:**
  + Decision: Implemented automated timestamping and data extraction scripts. Engaged stakeholders to ensure alignment with standards and ethical practices.
  + Resolution: Improved efficiency dramatically, reduced manual labor, and maintained ethical integrity. Solutions were approved and showcased at the DFAS director conference.

**SELF-REFLECTION**

* **Ethical Theories Applied:**
  + **Rules-Based/Deontology:** Demonstrated by adherence to ethical principles and DFAS standards.
  + **Consequentialist Approach:** Focused on the outcomes, ensuring the solution benefitted the team and mission readiness without ethical compromise.
* **Comparison to Personal Reasoning:**
  + Technical innovation and collaboration with the IT office highlighted a stronger emphasis on collective problem-solving
* **Impact on Understanding of Ethical Reasoning:**
  + Expanded awareness of balancing multiple ethical frameworks to address complex issues.
  + Highlighted the importance of collaboration, innovation, and communication in ethical decision-making.

**CONCLUSION**  
The commander’s approach effectively navigated a challenging ethical dilemma by applying integrity, collaboration, and innovation to develop sustainable solutions. Using the LOWD model provided a structured way to analyze and reflect on leadership and decision-making in the profession of arms.